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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

22 June 1964

MEMORANDUM FOR: Division and Staff Chiefs

SUBJECT: Career Service Guidelines

1. There are forwarded herewith copies of the new OCR "Career Service Guidelines" for distribution and implementation in your division. It is requested that you personally review these guidelines with your senior supervisors and arrange to have them reviewed with all supervisory personnel at least to the section chief level. Copies should be circulated to all hands for information.
2. It is intended that this issuance will serve as a nucleus for a developing body of guidance on a wide range of management and personnel problems. It is emphasized that these are in fact "guidelines" and are not strict rules to be inflexibly or automatically applied. They are not a substitute for the exercise of good judgment on the part of OCR supervisors. While these guidelines should answer a major portion of daily questions, situations will arise not infrequently where line management will wish to propose new concepts and try new solutions. These should be proposed in writing and, when and if approved, will be incorporated in the guidelines as amplification of existing practice.
3. Certain parts of the issuance may have an impact on present organizational and supervisory patterns, especially at the section and unit chief levels. It is not expected that compliance with the policy regarding levels of supervision can be implemented immediately in all cases, or in all of its aspects. However, steps should be taken now to give effect to as much of this policy as possible. Each division is requested to report, within 60 days, any remaining exceptions together with recommendations for resolving them.

GROUP I

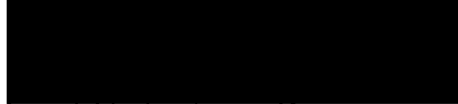
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- 2 -

4. In order for management and personnel administration to remain dynamic and progressive, there is a need for continuing critique and communication. Your comments and suggestions are therefore invited.



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JOHN K. VANCE
Assistant Director
Central Reference

Attachment

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